INDUCTION Pocketbook

3rd Edition

A pocketful of tips on introducing an induction programme at all levels, that increases motivation and productivity and creates a strong sense of belonging

Ruth Sangale & Philippa Webster

"Clear, concise, thought provoking and captures the essence and essential ingredients of a sound induction process. Although a small book, it is full of useful tips, which if followed will ensure there are minimal problems during the process."

Head of HR

"A delightfully succinct handbook packed with easily-digestible and jargon-free advice and practical checklists, while reflecting the diverse nature of work and workforces, latest technology and long-term approach to employee engagement."

HR Manager

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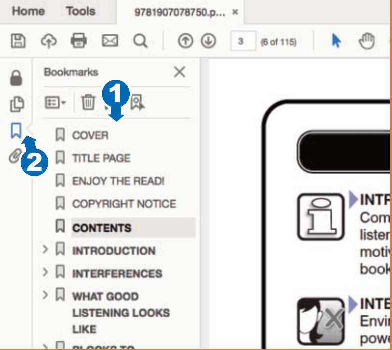
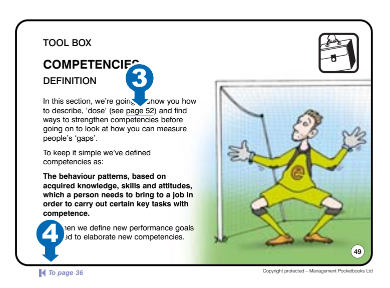
INDUCTION
Pocketbook





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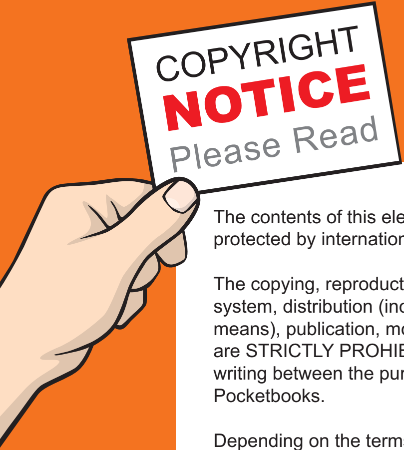

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"There is new strength, repose of mind and inspiration in fresh apparel"

Ella Wheeler Wilcox

INTRODUCTION

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ONBOARDING & INDUCTION

The words *onboarding*, a term that has taken hold in recent years, and *induction* can mean different things to different organisations. In this book we have taken the context to mean that onboarding is an on-going, long-term event that commences prior to the newcomer starting work and may end several months or even years later.

It means giving the newcomer all the information necessary to 'hit the ground running'. This may include pre-start video-conferencing, a pre-joiner portal, spending time with the team, and having access to work documentation. It is about continuous improvement with an understanding of high performance; relationship building schemes such as buddying and mentoring; and long-term goals aligned with the company's goals and intent.

Induction, on the other hand, is a one-off programme that may be modular and is intended to give the practicalities to the newcomer, for example the contract, the form-filling, the geography of the building(s), meeting colleagues, and ensuring correct personal data.

For ease of reading, we use the term *induction* throughout the book but it is intended to cover both aspects. No two organisations do this process the same and you will be able to adapt the content to your culture.

INTRODUCTION

FIRST IMPRESSIONS

Katrina Brown was offered a research post in microbiology at the University of Fantastic. The month before she started, she was:

- Contacted by her line manager for a videoconference chat about the research, and their expectations of her on joining
- Sent a link to the pre-joiner portal where she could access the research documentation to date and background information about the University
- Sent a hard copy of her written statement, terms of employment and the staff handbook

On day one, she:

- Discussed and agreed her objectives for the next three months with her line manager
- Had time with each of the team to discuss where they were with the research
- Met with HR to review the pre-start documentation and check her personal details

Her impression? A really exciting research university to work for. The pre-employment chat and portal were great and had given her good insight into her future work and helped her get to know her manager a little before commencing work.

INTRODUCTION

NEW BEGINNINGS

At work today, with technology constantly changing the ways we communicate, the expansion of global working and the increasing mix of cultures working together, anyone can feel anxious when facing a new job. How you, the employer, communicate their start date, welcome and inform them and help them to integrate with new colleagues will have an effect on the rest of their working time with the company. The better the introduction pre-start, the easier it will be for the newcomer to settle in, understand their goals and identify the appropriate behaviour for success.

A good induction should present you with a **TWIN** for your newcomer by:

T elling them about their work, sending information, and outlining job expectations pre-start

W elcoming them to their new job, company and colleagues

I ntegrating them into the culture of the company

N avigating them around the company both physically and strategically

This book will guide you through the process by exploring the **why, who, what, how, when** and **where** of induction, providing you with practical tips and examples of good practice.

INTRODUCTION

YOUR **GAME** PLAN

Whenever you are going to introduce a new procedure or process to an organisation, there are four things to think about at the planning stage:

G oal	What is the objective for this new process? Is it to inform, sell or persuade? What is the desired outcome?
A udience	Who are your audience? What are their needs, previous experience, are they newcomers, etc? Where are they: head office, a regional office, working from home, or somewhere else on the globe?
M edia	What is the most appropriate method of communicating this process – talks, staff packs on a pre-joiner portal, video-conferencing? Consider the location of the newcomer to ensure you use the right medium.
E xpression	Once a decision has been made about the medium, consider the best way of expressing the message – formal/informal, use of graphics, visual aids, use of online quizzes, treasure hunts, team competitions, or a mix of all these?

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TECHNOLOGY

The use of technology is increasingly important in the successful implementation of induction programmes. With the expansion of the global workforce, increased working from home and hot-desking, newcomers may find themselves:

- Working with colleagues at a distance, be it at home or abroad
- Working in either a traditional face-to-face team or a virtual or remote team
- Being managed from a distance, only meeting their manager annually

When considering what to include in your induction programme (and how, when and where to implement it) the use of technology is key. It may include:

- Placing company information on the intranet, a company app or pre-joiner portal
- Making use of video-conferencing, webinars, online document sharing
- Greater use of email, messaging, hand-held devices
- Interactive remote learning

There are now IT packages and online tools that allow high quality remote learning and communication.

WHY HAVE AN INDUCTION PROGRAMME?

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WHY HAVE AN INDUCTION PROGRAMME?

MAIN GOAL: MAINTAIN MOTIVATION

Even though newcomers will be anxious, they will also be feeling enthusiastic and motivated to do a good job. The main goal of induction is to maintain this enthusiasm and motivation for as long as possible. This will result in a more effective performance.

You maintain motivation by providing your newcomer with:

- The right type of support and guidance
- At the right time
- In the right way
- In the right place

Throughout the book the term newcomer is used to include people who are new to a role – they may be a new starter in the company or may have been promoted or transferred from another office.

MASLOW'S THEORY

A newcomer’s journey from being nervous and insecure to becoming a confident member of staff who can contribute to the goals of the company, can be compared to the steps in Maslow’s Theory of Motivation.

Everyone has needs and Maslow believed that these needs could be arranged in a hierarchy starting off with basic physiological needs and ending with more intellectually demanding needs.

Until a need is satisfied, a person cannot (or is not motivated to) move on to the next level. It is the same with induction: before newcomers can begin to understand the more complicated aspects of their jobs and company, and before they can be fully effective, they need to be comfortable with some basic knowledge.

WHY HAVE AN INDUCTION PROGRAMME?

MASLOW'S HIERARCHY OF NEEDS

To understand the link with induction let's look at the needs:

- **Physiological** - basic biological needs, essential for survival, such as food, shelter and sleep
- **Safety** - includes protection from physical and psychological threats
- **Social** - the need for love, acceptance, friendship and social interaction
- **Ego** - includes a need for self-respect, confidence, recognition, power and competence
- **Self-actualisation** - self-fulfilment, achievement, realisation of potential

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WHY HAVE AN INDUCTION PROGRAMME?

THE LINK BETWEEN NEEDS & INDUCTION

THE LINK BETWEEN NEEDS & INDUCTION

1. **Physiological** Contact before the newcomer starts will alleviate anxiety about the line manager, the work and the team. During the first few days, they only need very basic information in order to feel secure, eg where they will be working, who to contact regarding specific knowledge areas of the company, where things are and people's names
2. **Safety** Over the next few weeks they establish a routine and are given assignments with clear guidance. They now need to become familiar with the broader picture, eg the structure and aims of the company, the different departments, etc.
3. **Social** Video-conferencing prior to starting will help ease them into relationships. Once at work, relationships will develop by email if they are working remotely, or through coffee and lunch with colleagues. They begin to get used to the procedures and fit in.
4. **Ego** As they understand their roles better and attend development programmes, they start to gain self-respect and become more effective.
5. **Self-actualisation** After 6-12 months, with the right environment, newcomers should be fulfilling their potential within their roles.

OBJECTIVES OF INDUCTION: *COMPANY*

Different organisations have different induction objectives. Before introducing an induction programme you must first be clear about why you are doing it. Objectives mainly fall into three groups: ***company-, job-*** and ***newcomer-***related.

Company-related objectives include giving an understanding of:

- **The company:** its culture, the culture of its employees, values, structure, products and clients
- **Policies and procedures:** eg, health and safety, performance management, learning and development, equality and diversity, pay, holidays and leave, discipline and grievance, harassment and bullying
- **Work objectives:** company goals, departmental and individual

OBJECTIVES OF INDUCTION: *JOB*

Induction enables newcomers to understand their roles better by providing an opportunity to:

- Get to know their manager
- Get to know the team they will be working with
- Meet colleagues with whom they may be working, although this needs to be flexible: eg with virtual teams who rarely or never meet and, for the most part, communicate via technology
- Receive development to enable them to carry out their roles
- Understand their job descriptions and how they fit in within the company

WHY HAVE AN INDUCTION PROGRAMME?

OBJECTIVES OF INDUCTION: *NEWCOMER*

- To provide a sincere welcome
- To put the newcomer at ease
- To give a good impression of the company
- To give an introduction to the values and culture of the company
- To integrate the newcomer effectively
- To give the newcomer skills and knowledge to do the job well

Your objectives for an induction programme may cover some or all of the aforementioned. Whatever your objective, a good induction programme will not only benefit the newcomer but will also benefit the company in many ways.

BENEFITS OF INDUCTION

TO THE COMPANY

Financial
Many people leave a job because they are disillusioned, let down or misinformed. A good induction will illustrate to newcomers that the organisation is committed to them and will do everything it can to retain them for as long as possible. This results in reduction of staff turnover and recruitment costs.

Productivity
If newcomers are inducted well they will be able to respond quickly and effectively to the demands of their new roles.

Effect on existing staff
Induction can have two effects on existing staff:

- they become more aware of the company's objectives by contributing or attending, and
- those contributing can improve their skills such as coaching and presentation

WHY HAVE AN INDUCTION PROGRAMME?

BENEFITS OF INDUCTION

TO THE NEWCOMER

Motivational
An induction programme should indicate what potential there is for growth and development within the organisation and how to capitalise on it. This will enable newcomers to work towards fulfilling their potential and, therefore, maintain their motivation.

Development
A good induction programme should include learning and development for newcomers, whether that means learning the IT systems or learning English as a second language. It will encourage them to get involved and support development opportunities in the future. It will also make them effective in their roles faster.

Integration
Knowing how things are done in terms of accepted behaviour helps newcomers to integrate into the culture of the company, ensuring they uphold the company’s values and, indeed, understand how to behave with other cultures now that work is universally multi-cultural.

WHY HAVE AN INDUCTION PROGRAMME?

ACTION

DEVELOPMENT ACTIVITY

Get a team of volunteers together who can help research, design, develop, implement and monitor your induction programme – ensure different staff levels and locations within the company are represented. That done, decide on what your key objectives are for having your induction programme. Consider:

- When were these objectives last discussed and agreed?
- What has changed since, eg have you been through a merger and/or acquisition?
- Is a ‘one-size fits all’ induction programme appropriate for the whole organisation or does it need to be tailored to different regions, cultures, countries?
- Are some newcomers and their teams working in a virtual environment?

WHO TO INVOLVE

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WHO TO INVOLVE

IN DELIVERY

A common mistake with induction programmes is to leave it all to one person to organise. This puts a lot of pressure on that individual and may reduce the effectiveness of the programme. It is advisable to involve as many people as you can in the process, by splitting the responsibility and making it more interesting.

Important people to involve are:

- Senior managers
- Line Managers
- Human Resources (HR) or the person responsible for those issues
- IT department or the person responsible for IT
- Colleagues doing a similar role
- Colleagues from other departments with whom the newcomer may work

WHO TO INVOLVE

IN DELIVERY

Senior managers

You should always involve the most senior manager in the induction process because:

- It demonstrates that person's commitment to the process, and therefore …
- Other staff who are contributing to the induction will take it more seriously
- Newcomers are impressed that even the most senior member of staff has time to welcome them

The senior manager can assist in a number of ways:

- Provide a budget for the induction programme
- Give a presentation, either in person or on the company app or portal, about the company's history and future goals
- Meet the newcomer. If a small company, this may be face-to-face on the first day; if a larger company, it may be face-to-face on the next visit to a regional or international office or via video-conferencing

WHO TO INVOLVE

IN DELIVERY

Line managers

The line manager is probably the most important person in the induction process. This is the person the newcomer will be working for and the impression they make in the first few days will be a lasting one. It is essential, therefore, that the line manager allows enough time to spend with the new team member. Location is an important factor: if the newcomer is not based in the same office, this needs careful planning. If a face-to-face visit is not possible in the first week, then technology may be the answer, with careful scheduling and the use of online tools like video-conferencing.

In the first few weeks the line manager should:

- Make the newcomer feel welcome and at ease
- Introduce the person to the rest of the team
- Go through the job description and discuss team objectives and current projects
- Provide lots of opportunity for regular feedback
- Set some realistic objectives for the newcomer to achieve in the first 2-3 months

WHO TO INVOLVE

IN DELIVERY

HR or person responsible

If your company does not have an HR function then whoever is normally responsible for such matters should carry out this part:

- Check accuracy of the newcomer's details and issue a security pass if required
- Go through terms and conditions of employment
- Ensure all background checks are complete
- Go over housekeeping rules and ensure they have a map of office/sites (this could be either a hard copy or on a company app or portal, for example)
- Introduce the newcomer to other personnel and admin staff
- Indicate how the newcomer can find relevant information and provide important contact details

WHO TO INVOLVE

IN DELIVERY

IT department or person responsible

The IT department should:

- Ensure the newcomer’s password and any equipment is ready for immediate use
- Ensure they have adequate training on how to use the equipment – this could be face-to-face or via remote learning
- Ensure that any video-link or web-cam being used is all set up and ready to run
- Ensure the company app or portal is up-to-date and available to the newcomer (access may have been provided before the start date)

WHO TO INVOLVE

IN DELIVERY

Learning & Development people (L&D)

If your company is one where specialist skills are required in order for newcomers to be able to do their jobs, inform L&D of the roles of the newcomers, their previous experience and relevant timing.

Development could include:

- Use of tailored IT systems
- Company writing style
- Presentation skills
- Consultancy skills
- Project management skills
- Customer care
- Filing systems
- Use of specialist equipment

The trainer may do this on a one-to-one basis, in a group development session or via remote learning.

WHO TO INVOLVE

IN DELIVERY

Other staff

It may be useful to involve other staff and this can be done in several ways:

Job shadowing
Arrange for the newcomer to spend time with someone who is doing the same or similar job. This may help prevent mistakes or misunderstandings.

Buddying
Allocate to another member of staff the responsibility of offering support and guidance to the newcomer during his or her first few weeks.

Work placements
Let the newcomer spend time at different sites, for example on the shop floor or in the factory, so that the person can understand the work of other departments.

WHO TO INVOLVE

IN DELIVERY

DEVELOPING THOSE INVOLVED

Although those involved may be experts in their particular fields, don't assume that they will know how to impart their knowledge. Get everyone involved in the induction to come to a half-day workshop where you can go through:

- The aims and objectives of the induction programme
- The different parts of the induction and how they are linked
- Tips on presentation skills
- Guidelines on visual aids, or other equipment required
- Checklists of each person's role within the programme
- Coaching skills for line manager

It is important that everyone with a role goes through this to ensure complete understanding of the programme.

WHO TO INVOLVE

IN HAVING INDUCTION

Induction is not just for newcomers, but for anyone who is in a new situation at work or who has special needs. Induction, therefore, will include:

- Staff newly promoted
- Staff transferred
- Staff requiring re-orientation after major change
- People returning after a long break, eg: after illness or maternity or adoption leave
- Part timers/shift workers
- Those on temporary contracts
- Graduates/school leavers
- Work experience placements
- People on secondment

You must decide which parts of the induction will be relevant to them as they may not need all the information that a newcomer will receive.

WHO TO INVOLVE

IN HAVING INDUCTION

LOOKING AFTER DIFFERENT NEEDS

When designing your induction programme, allow it to be flexible to accommodate the different needs of staff. In particular:

- Pre-employment job information, apart from the contract, will vary
- People returning to work after a long break
- Graduates/school leavers
- Part-timers/shift workers
- Disabled people
- People on secondment and work experience
- Those transferred and promoted

WHO TO INVOLVE

IN HAVING INDUCTION

People returning to work

Take into account the fact that:

- They may have lost confidence
- Their skills may be out of date
- They will need updating on company changes that have taken place while they were absent
- They may prefer one-to-one coaching rather than group training where they may feel unable to keep up with the rest of the group

WHO TO INVOLVE

IN HAVING INDUCTION

Graduates and school leavers

Some companies that hire large numbers of graduates will have a special graduate induction programme. However, this is not always necessary. What you need to think about is that many graduates have never worked before and, therefore, will need assistance with items that for others may seem unnecessary.
For example:

- Business systems
- Filing systems
- Dealing with customers and clients
- Change from academic style of working to a more business-focused approach
- How to meet deadlines within work hours

Remember, some may need confidence building and a buddy would probably help with this.

WHO TO INVOLVE

IN HAVING INDUCTION

Part-timers/shift workers

These people often get overlooked because they are not always available to attend the induction with other staff. However, it is important that they are treated in exactly the same way as a permanent newcomer would be by:

- Arranging training and presentations when they are able to attend
- Compensating them if they have to attend during their own time
- Allowing more time for them to get through the programme because they are not at work all of the time and, consequently, they may take longer to integrate

WHO TO INVOLVE

IN HAVING INDUCTION

Disabled people

Under the Equality Act 2010, disabled people are protected from discrimination and, under this Act, the company should carry out a risk assessment and may have to make reasonable adjustment(s) to accommodate disabled persons at work. This should be done prior to them commencing work to ensure the adjustments are in place from their start date. The best way is to ask newcomers what they may need. Needs will depend on the disability but could include:

- Special access to the building
- Special IT equipment such as larger screens, Braille keyboards, arms rests
- Signer
- Specific rest periods during the day
- Specific break times for taking medication or using specialist medical equipment
- Home-working

IN HAVING INDUCTION

People on secondment and work experience

Even though these people are not permanent, it is still important that they are given the same introduction as permanent staff. This will enable them to be effective in what they are to achieve while they are with you.

Also it gives them a good impression of your company. Sometimes they may end up getting a job with you!

WHO TO INVOLVE

IN HAVING INDUCTION

People transferred and promoted

This is another group of people who tend to get forgotten. It is assumed that because they already work in the company they will not need induction. However, it is useful for these people to have:

- Information about their new role (a job description and explanation by the new manager and the setting of new objectives for the first 2-3 months in the new role)
- Introduction to the new team
- Integration into the team culture
- Development if new skills are required, for example, language or specialist IT skills.

NOTES

What to include in an induction programme

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WHAT TO INCLUDE IN AN INDUCTION PROGRAMME

Before

- Offer & contract (written particulars) and guidance for start date - hard copy
- Staff handbook. Hard copy or on the app or pre-joiner portal
- About the company: app; pre-joiner portal
- Specific job information: background reading; online-sharing
- Skills learning: app; e-learning
- Meet with line manager and/or team: may be virtual via video-conferencing

Start & up to week 3/4

- Meet with line manager to discuss role and objectives for next 3 months
- Meet the team and other colleagues
- Meet with HR re paperwork
- Induction day including company structure, values, culture, health & safety, learning and development opportunities
- Key learning and development programme

On-going

- Performance management against previously set objectives
- Learning and development programme

WHAT TO INCLUDE IN AN INDUCTION PROGRAMME

DEVELOPMENT ACTIVITY

Undertake a staff survey to find out:

- What information people found useful prior to starting work
- Where technology was used, eg a pre-joiner portal, was this effective?
- What people found useful during their first few months in their job
- What people did not find useful
- What could have been done to make their integration easier
- What they found useful at other companies they have worked for

Don’t forget to include:

- People who have been promoted to a new job
- People who have transferred to a new department or location
- People in regional or international offices
- Work placement and secondees

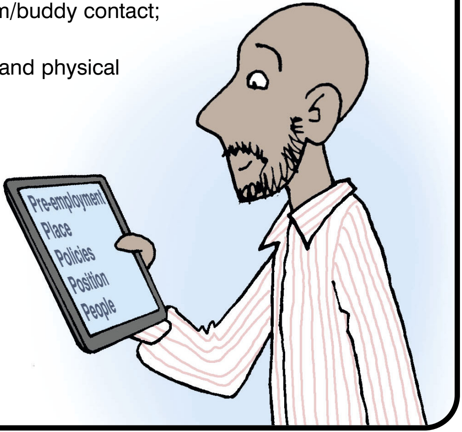
Think about yourself – what would have been useful prior to starting and in your first few weeks?

WHAT TO INCLUDE IN AN INDUCTION PROGRAMME

THE FIVE Ps

The sort of information that people generally find useful falls into five categories:

- **Pre-employment** – line manager and team/buddy contact; work materials
- **Place** – structure of company and physical surroundings
- **Policies** – how to behave in various situations
- **Position** – their job role and how it fits into the company
- **People** – who they will be working with



Information about all five Ps will show the newcomer the best way to fit in.

THE FIVE Ps: PRE-EMPLOYMENT

All newcomers should be sent the terms and conditions and must have the written particulars from their first day of employment. This should be a hard copy. The staff handbook could also be sent as a hard copy or they could be directed to where that information is held, eg on the company app or a pre-joiner portal.

Would it help to have a video-conference call with the line manager before they start?

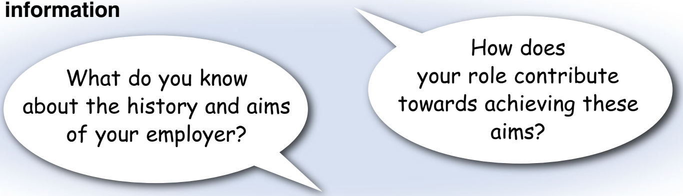
What job-specific information will help the person prepare for their start date?

Would a virtual or face-to-face meeting with the team be beneficial before they start?

WHAT TO INCLUDE IN AN INDUCTION PROGRAMME

THE FIVE Ps: *PLACE*

Employer information



Many people are unable to answer these questions. However, this information is essential if newcomers are to be motivated and clear about their roles. Information about the employer should cover:

- A brief history
- Aims and objectives
- Organisational structure
- Products or services
- Function and role of the departments

THE FIVE Ps: *PLACE*

Physical surroundings

This aspect is easily overlooked but is important for someone not familiar with the work surroundings, who may find it embarrassing to keep asking where things are particularly if, in the main, they are a home-worker. Therefore, a tour (virtual or physical) is essential, no matter how large or small the site may be. Include:

- Entrances and exits
- Canteen, location of kitchens, drinks dispensers
- Noticeboards
- Photocopier
- First Aid room
- Cloakrooms
- Other sites, factory, shops.

Where someone is a home-worker, HR should ensure that a risk assessment of their home working environment is carried out and any adjustments considered and made. This should include a health and safety audit, IT audit, data audit to ensure compliance with the General Data Protection Regulations (GDPR)

WHAT TO INCLUDE IN AN INDUCTION PROGRAMME

THE FIVE Ps: *POLICIES*

The information on policies covers procedures and guidelines on what to do in various situations. It can include any of the following:

HR policies

- Terms and conditions (including the written statement)
- Staff handbook
- Benefit entitlement
- Grading structure and salary payments: when, calculation, how paid
- Sick leave rules
- Holidays and family-friendly leave policies
- Grievance, discipline and capability
- Learning and development

WHAT TO INCLUDE IN AN INDUCTION PROGRAMME

THE FIVE Ps: *POLICIES*

Communication policies

- How staff are informed
- Staff representative body
- Consultative arrangements
- Notice boards
- E-mail
- Intranet
- Meetings
- Trade union
- Internal TV channel
- Informal social gatherings

Health and safety policies

- Safety rules
- First aiders/equipment
- Location of fire exits
- Policy on smoking
- Accident reports
- Disaster policy (eg dealing with natural disasters such as the Ash Cloud, Coronavirus)

WHAT TO INCLUDE IN AN INDUCTION PROGRAMME

THE FIVE Ps: *POLICIES*

ACTION

Development activity

When deciding what to include in an induction programme, it often comes to light that there is a lack of documentation giving guidance to staff and that the only way to learn is through mistakes or word of mouth.

Your induction team could, therefore, gather any forms or guidelines that already exist and develop the rest with the assistance of the people responsible for that particular area.

Ensure all your guidelines follow a consistent format and clearly indicate:

- The objective for having the policy
- The step by step procedure
- The person responsible

Remember to use **GAME** (see Introduction).

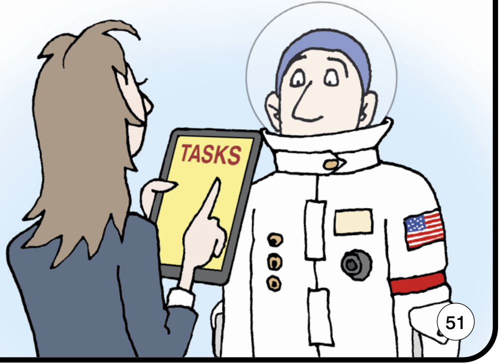
WHAT TO INCLUDE IN AN INDUCTION PROGRAMME

THE FIVE Ps: *POSITION*

Job description

Newcomers should be informed exactly what is expected of them so that they have every opportunity to do a good job. The best way to do this is through a job description. This should include:

- An explanation of the team/department role
- The main function of the position
- The key tasks or responsibilities
- The interface with other people/departments
- The equipment/facilities to be used
- What the newcomer will be working on initially



THE FIVE Ps: *POSITION*

Learning and development

If your company trains and develops staff and monitors their development, you will need to go through:

- How development needs are assessed
- What development is available
- How to access the information about the available opportunities
- Who is responsible
- What the procedure is for requesting development

Don’t forget, development includes: coaching, mentoring, work experience, books, seminars, articles, courses, distance and remote learning.

WHAT TO INCLUDE IN AN INDUCTION PROGRAMME

THE FIVE Ps: *POSITION*

Performance management

Whatever method you have of reviewing staff performance, whether formal or informal, it is important that newcomers are made aware of this so that they know what to expect.

Give them:

- A copy of all the relevant documentation used – this includes forms and guidelines
- An explanation of the procedure
- Details of who is involved
- Timings when the process occurs
- Details of their involvement/preparation
- Details of your development workshop about performance management that they should attend

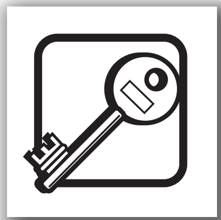
Remember, performance management doesn't just mean an annual appraisal, it commences with induction and the setting of objectives. It also includes the probation meeting, the annual appraisal and, possibly, an informal six-month appraisal.

WHAT TO INCLUDE IN AN INDUCTION PROGRAMME

THE FIVE Ps: *PEOPLE*

When you first started your job, there were probably a lot of people you wished you had met earlier who would have made it easier for you to settle in. Who specifically can be of help to the newcomer will vary according to that person's role. Generally, it would be beneficial to meet and spend time with:

- The line manager
- Whoever deals with HR issues such as pay and holidays; in some cases this may be the line manager
- A member of the senior management team
- Team members, if working in a team
- Any other members of staff that the newcomer will be interfacing with
- Clients if relevant
- Someone doing a similar job



How to implement induction

Contents Page

HOW TO IMPLEMENT INDUCTION

THINGS TO THINK ABOUT

Once you have got a committed team of people prepared to contribute and have received feedback on what information/activities would be useful, the most important part is to decide how to deliver this so that it is beneficial to the recipients. This means thinking about:

- Structure
- Length
- Timing
- Fitting in with company values and culture
- Method of delivery
- Technology
- Location (depending on whether people are at head office, in an international office, remote or homeworking)

STRUCTURE

There are two main formats that induction can have:

- Modular
- Continuous

A modular format involves splitting the information into blocks and delivering it at different stages during the first few months of a newcomer joining. Some companies may have an induction that lasts six months; others continue for up to a year.

The alternative is to do the induction continuously over a period. This can range from one day to two weeks in some big organisations.

HOW TO IMPLEMENT INDUCTION

STRUCTURE

PROS & CONS OF EACH STRUCTURE

Modular		Continuous	
Pros	**Cons**	**Pros**	**Cons**
Information given over time so able to assimilate better	Takes longer	All done in one go so less disruptive	May be too much to take in
You can pick and choose which parts are relevant depending on the newcomer	May have to wait for appropriate part to come round again	Everyone given the same information at the same time	May not always be relevant
Opportunity to try out new knowledge before receiving more information	May limit the amount of work that can be done	Able to do all aspects of the job since given all information at once	May not do tasks well owing to information overload

LENGTH

The length of the induction programme depends on:

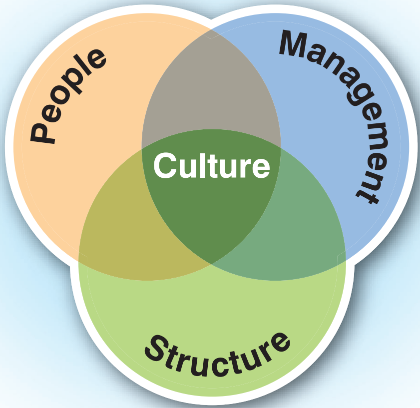
- Structure of the company
- Structure of the programme
- Amount of information/activities involved
- Newcomer's role
- Newcomer’s previous experience
- Whether newcomer has been promoted, transferred or newly appointed

This will differ from company to company.

CULTURE

All companies, like people, have specific features and characteristics that make them what they are. As part of the induction programme, these characteristics need to be conveyed to newcomers so that they can integrate with ease.

They fall into three categories:

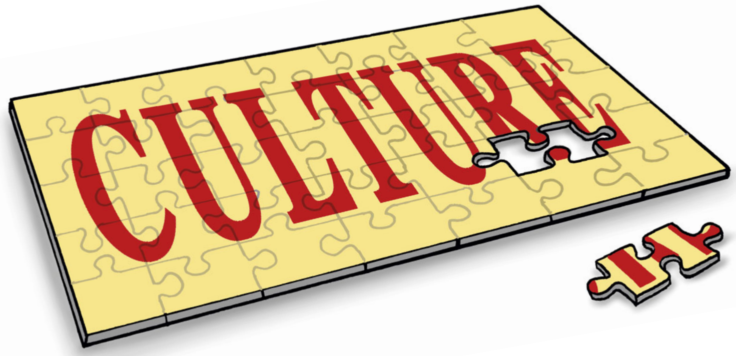


CULTURE

ACTION

Development activity

With your induction team, go through the list of questions on the following pages to identify your company culture.



CULTURE

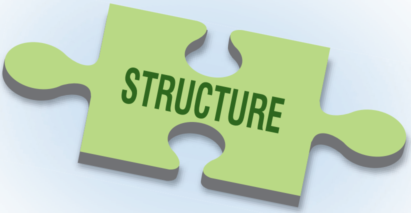
People

- What is the typical background; are they all graduates, professionals, etc?
- What is the largest age group?
- What is the ethnic mix?
- What is the male/female ratio?
- What is the dress code?
- What is the average length of service?
- What is the social calendar like?

CULTURE

Structure

- Number of staff?
- All in one location or different sites?
- Is the company 'flat' or are there many layers of management?
- To what extent is technology used?
- Is flexible working encouraged?
- Is the layout open plan or individual offices?
- Modern or traditional offices?
- Private or public sector?
- What are the main operations?
- What is the main activity: selling, producing, consulting, etc?



CULTURE

Management

- What are the values, mission and key objectives of the company?
- Are there rules and regulations?
- Does the company use policies and procedures?
- How is information communicated?
- What is the management style?
- What happens when people make mistakes?
- What issues generate excitement/energy?
- Are there job descriptions and organisational charts?
- Is there a learning and development strategy?

HOW TO IMPLEMENT INDUCTION

CULTURE

Integrating your culture into the induction

By going through the questions on the previous pages, you can devise a cultural profile of your organisation. Below is an example of a cultural profile for a public relations company:

> *Informal, private sector, non-bureaucratic company, concerned with managing the public profile of a range of pharmaceutical products and where the people who provide the service are responsible for all aspects of the work.*

When putting your cultural profile together, it is essential that all those involved agree that this is a true representation of the company.

CULTURE

Integrating your culture into the induction: practical tips

Once you have your cultural profile, use this to design and deliver an induction programme that demonstrates the company culture to the newcomer.

- If there is a formal dress code, make sure all involved represent this
- If there is an in-house written style, make sure that the tone, layout and pitch of the documentation and presentations reflect this
- Be honest – don't present a false picture of the company
- Be well organised and businesslike if that is what you want to portray
- Try to get a cross-section of staff involved to represent the company
- If you are a high-tech company, use technology for induction where you can: eg, a company app or pre-joiner portal for all the induction and underlying company information; remote learning for company specific training
- If you are a multi-national company, ensure this is reflected in the programme, for example, is English a first or second language; is the same induction programme appropriate for the UK, European and US workforces?

HOW TO IMPLEMENT INDUCTION

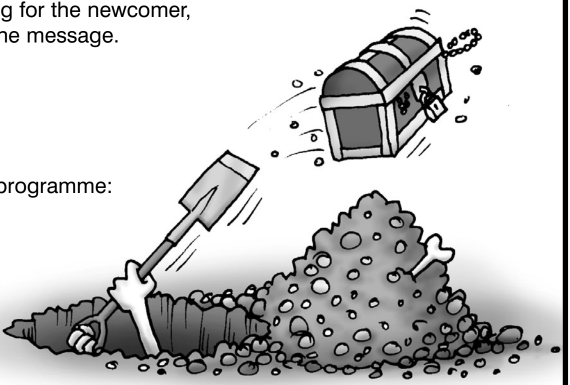
METHOD

To ensure your induction is interesting for the newcomer, use a variety of methods to convey the message.
By doing this, the newcomer will:

- Learn faster
- Build on their knowledge
- Retain the information

Therefore, include in your induction programme:

- Quizzes
- Treasure hunts (virtual or real!)
- Team competitions



Some companies even have an induction crossword to complete!

Remember, newcomers will learn quicker if the induction process has an element of FUN!

METHOD

Written material

This is usually the best method of imparting initial information about the company role and its terms and conditions. Ideally, written information should be issued before the newcomers actually start so that they have time to digest it. If necessary, they can ask for clarification once they start work. Remember:

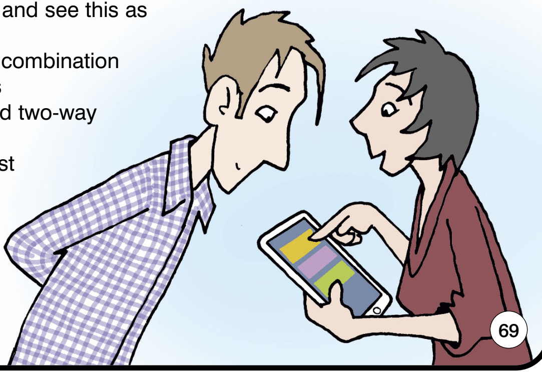
- Think of the technology to use – is the written material to be sent as a hard paper copy or is it more effective to include in an app or pre-joiner portal?
- Update regularly
- All information must be expressed in company style
- It must reflect your company culture
- It should be easy to follow and understand
- Use tables, diagrams and charts if these make the information clearer
- All information must be relevant to the newcomer
- Use photos of key people if you can
- Direct the newcomer to your website
- Make it exciting – if you find it boring, so will the newcomer!

METHOD

Coaching

Coaching is a day-to-day activity carried out by the line manager. For coaching to be a success there are some points to bear in mind:

- The manager must be committed and see this as part of his or her job
- The manager must have the right combination of knowledge, skills and attributes
- The coaching must be a structured two-way process
- The location of the newcomer must be taken into consideration
- The use and type of technology to aid this coaching needs to be discussed and agreed between the line manager and the newcomer



METHOD

Formal training and development

Use this when the newcomer needs to develop skills that are essential for the job. These could include company-specific IT, company writing style and customer care. When deciding what development is relevant, make sure:

- You have identified all skills and knowledge that need to be covered
- You have tailored the development to suit the newcomer's background, culture, experience and location
- You have considered how the development will be delivered and the most suitable timing
- You have considered what technology will be required and checked that it is available
- You have planned how to test the knowledge gained by the newcomer by use of tests, quizzes and so on
- You have decided how the long-term benefits of the development will be assessed

METHOD

Group work

This can be useful for integrating newcomers into the teams they are going to work with. Remember, the team may work in the same location or they may be working virtually, in which case some careful thought and planning will be needed. Group work can include activities such as:

- Team briefings on current projects
- Business games
- Case studies
- Role play
- Away days

For all of these activities, ensure that you have a clear objective – ie: why the team is doing the chosen activity – and some kind of follow-up or action plan.

METHOD

The newcomer

It helps to include newcomers in implementing induction. After all, they are there to learn and will do so more quickly and remember more information if you can actively engage them in activities and research. Therefore, as well as using quizzes, questionnaires, crosswords, treasure hunts and team competitions, during the induction programme, you should consider using drama.

For example, to illustrate the importance of team work, engage them in putting together a play with other newcomers. Or make the venue into a mock cinema and let the newcomers watch a carefully chosen film – remember the popcorn! The next day revisit the film to draw out management lessons.

Alternatively, you could bring in actors to illustrate key areas or be part of role-play sessions. The important point is that fun and participation will aid learning.

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METHOD

Visiting different parts of the company

A programme of visits to different departments is useful if it is relevant to the newcomer's job. You must make sure, however, that those being visited are prepared and have a structured programme for the newcomer to follow.

- Explain the objective(s) of the visit
- Explain what the department/office does and how it links with the newcomer's work
- Get the newcomer to shadow a departmental member for a day or two
- Arrange for the newcomer to attend useful meetings or events that demonstrate the work of the department
- Ask the newcomer to write a short follow-up report on the visit

Remember, that this may depend on the location of the newcomer and another option, with today's technology, may be a virtual visit to another office.

METHOD

Work placement

Some companies organise work placement for 1-2 weeks in different parts of the organisation, to enable the newcomer to understand what each part does and how they all fit together. This is useful in cases where you have:

- A factory
- Regional offices
- Shops
- Press office

The placement should involve some shadowing and some actual work. It is particularly useful for new managers who are going to be responsible for the people working in those parts of the company.

METHOD

Buddying

Buddying is a really useful way of imparting *unofficial* information to a newcomer. It is very effective if done carefully and doesn't require a lot of resources in terms of organisation and cost.

A buddy is usually someone doing a similar job or of similar status who volunteers to take care of a newcomer for his or her first few months.

The buddy must:

- Be knowledgeable about the company
- Be willing to put time aside to spend with the newcomer
- Have a sympathetic ear when the newcomer is having difficulties

METHOD

Presentations

Presentations are commonly used for induction training as they can be more interesting than written material and can cover a considerable amount of detail. For better retention, break up your presentations into half-day blocks.

Remember:

- All presenters should be trained
- All visual aids should be uniform in appearance and in the company house style
- Check all material is up to date before using it

METHOD

Presentations: example

Time	Topic	Method	Speaker
9.30-9.45	Coffee and registration, issue handouts	Handouts	Facilitator
9.45-10.00	Introductions and ice breakers	Activity	
10.00-10.30	History of the company Mission, aims and objectives	Talk using slides/company video Question and answer	Managing Director

Presentations: example (Cont'd)

Time	Topic	Method	Speaker
10.30-11.15	Outline of services/products, how company works to serve its customers, outline of different departmental roles	Talk Question and answer	Manager of department
11.15-11.30	Coffee break		
11.30-12.00	Health and safety – fires, first aid, security	Video	Health and safety officer (or whoever deals with this)
12.00-12.30	Learning and development: what is available, how this is reviewed, who is responsible	Talk using slides	Learning & Development person (or whoever deals with this)
12.30-1.00	Activity (eg: quiz) Questions Evaluation	Activity	Facilitator
Lunch	Invite staff to meet newcomers		

METHOD

Presentations: tips to add interest

- Give information to attendees in advance so that they have a chance to read through material beforehand
- Allow for questions at the end of each presentation - ask attendees to prepare some in advance or they may sit there and look blank
- Encourage participation by using ice breakers and other activities
- Do an activity at the end, such as a quiz, to test knowledge
- Ensure topics and speakers involve all attendees

METHOD

Presentations: tips to avoid common errors

- Inspect all speaker slides, handouts, etc beforehand to ensure that:
  - they are laid out in a consistent manner
  - they are up to date
- A few days before the event, remind speakers and newcomers of date, time and place
- Have an activity or topic to fall back on in case a speaker is late
- Check all equipment and room layout the day before; don’t leave it to the last minute
- Ensure the room is laid out in a way that encourages discussion - for example, horseshoe shape or round a table, not rows of seats
- Ensure all involved know how to use the equipment

METHOD

Pilot

Never take a newcomer through your induction process without first running a pilot scheme. This will allow you to check without embarrassment that:

- You have the right amount of information
- The delivery method is suitable
- There are no gaps
- The handouts, slides and other material are understandable
- Those involved know exactly what they are doing
- It works!

NOTES

When & where induction should take place

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WHEN & WHERE INDUCTION SHOULD TAKE PLACE

WHEN

Returning to Maslow's theory, you will remember that people have a hierarchy of needs and that they cannot move on to the next stage unless the previous need is satisfied. These needs can be used as a guide to what information should be given at what stage.

Before starting → HR documents, relevant work information, where to go and what to do

First day → company and job information

Next few weeks → activities to establish relationships

Longer-term needs → feedback on objectives, learning and development

BEFORE STARTING

Induction starts the moment a person knows they have got the job. As soon as they have accepted, you want them to know how much you are looking forward to them working with you. So send a welcome letter as soon as possible as they may not start for a few weeks.

In the letter state:

- How pleased you are that they are joining you
- Where and how they can access pre-employment information
- What time to arrive on the first day (usually later than normal hours)
- Where to go – reception location
- Who to ask for – whoever will be meeting and greeting them first
- What will take place on their first day (timetable of activities)

BEFORE STARTING

Also indicate what you would like the newcomers to bring with them. This may include:

- P45
- Bank details

Some information about the company should also be sent, including:

- Terms and conditions (written statement)
- Details of benefits
- Organisational charts
- Job description
- Company brochure

This could be part of the welcome pack that you put together earlier.

FIRST DAY

This is your chance to impress the newcomers and make them feel they have made the right decision. They should go home that evening with a smile on their faces, looking forward to the next day. You can do this by ensuring that you have planned exactly how they are going to spend their first day and making sure all those responsible have booked the time in their diaries.

Remember, the first impression is a lasting impression.

The standards you expect of your newcomers will be demonstrated by your actions, so always:

B e on time

L eave enough time

A void interruptions

B ook a room or take them out

WHEN & WHERE INDUCTION SHOULD TAKE PLACE

FIRST DAY - EXAMPLE

Start late, finish early and focus on basic needs.

Day 1

Time	Person/Activity
10.00	**Iqbal Khan** (line manager) - Welcome, establish rapport, go through job role
10.30	**Iqbal Khan** - Introduce to the team and buddy (10 minutes with each)
11.00	Tour of the building
11.30	**Mary Little** (HR administrator) - Check paperwork, go through company policy
12.00	Lunch with team
1.30	**Office manager** - Sort out personal work area, stationery, books, IT password, etc
2.00	Give task to begin work on
4.00	**Iqbal Khan** - Feedback on the first day
4.30	Send home

NEXT FEW WEEKS

The aim during the first few weeks is to ease the newcomers into their new roles and to enable them to become familiar with their manager and colleagues. Supply information and set tasks with this in mind. Newcomers may be expected to:

- Undergo specific learning and development
- Spend time with colleagues they will be interacting with
- Find out more about the company by reading literature, using the intranet (see also page 72-73)
- Set some work objectives with their line manager
- Develop the relationship with their manager through regular feedback meetings
- Visit different sites (if relevant)
- Go through health and safety issues
- Go through company policy
- Undertake work placements
- Shadow others doing the same or similar job

As before, technology may be necessary if multiple locations are involved.

LONGER-TERM NEEDS

Once newcomers begin to settle in, they will be looking for information and activities that will enable them to perform their work at full speed as well as develop themselves. Once the formal induction process is over, there shouldn't be a sudden withdrawal of support. Continue to give support by:

- Ensuring your behaviour and that of your team match the rules given to the newcomers
- Giving regular feedback
- Providing the newcomers with buddies, with whom they can meet to discuss progress, as an alternative to meeting their managers
- Encouraging contribution of ideas from newcomers who can often bring a fresh perspective
- Dealing with any problems at an early stage
- Reviewing performance after 1-3 months
- Setting clear objectives in line with individual and company goals

WHERE

The place where you have your induction is entirely up to you and may also depend on where the newcomer is located. However, bear in mind that for:

One-to-one meetings
It is better to have a private room with no interruptions. This may also include video-conferencing and web-cam meetings, for example.

Group activities
It is usually better to hold these in an external venue where everyone can concentrate without fear of interruptions. Consider hiring a room or going out for lunch.

WHERE

Learning and development
If you have training rooms, then use these, otherwise book a room outside. You may have the facility to use online learning packages or, indeed, have a learning resource centre dedicated to learning and development.

Work placement
The induction should be ‘on the shop floor’, where the activity actually takes place.

Always make a special effort to ensure the induction activities are held in the appropriate place. Have a mixture of locations: the office as well as off-site.

EVALUATING YOUR INDUCTION

Contents Page

EVALUATING YOUR INDUCTION

WHY

If you are going to take the time and make the effort to put together an induction programme, you must similarly take time and effort to evaluate it, to ensure you have met the original objectives, and to identify any areas for improvement. The evaluation process starts with the pilot, at which point you should check the content, clarity of the information and the delivery.

The evaluation of the actual induction should check that the newcomers:

- Have understood the company structure, products/services, clients and culture
- Know what action to take in various situations (eg: fire, taking holidays, being appraised)
- Have understood their roles and how these fit with company aims
- Have received relevant training and development and are utilising this
- Have met the appropriate people (either face-to-face or virtually) to assist them in their roles and in different situations

Go back to your objectives for having an induction and use these as a basis for your evaluation.

HOW

Testing the newcomer

Throughout this book the *fun* side of the induction programme has been emphasised.

All of these fun methods (quizzes, treasure hunts, team competition, crosswords) can be used as part of your evaluation throughout the newcomer's induction. They can show you:

- How well the newcomer understands the company
- How they may deal in certain situations
- Whether they will find it easy to find out information from other parts of the company
- Whether they understand what to do when under threat of a fire or a bomb
- How well they are taking on board the newly acquired skills, such as IT... *and even*
- How well they work in a team and how good their research skills are!

EVALUATING YOUR INDUCTION

HOW

There are several methods that can be used for evaluation and it is best to try more than one to get an accurate picture.

Questionnaires

These can be online for newcomers once their induction is over. Suggested questions:

1. What were your expectations of the induction programme?
2. Were these met?
3. Did you feel you had your induction in time?
4. What did you find most useful?
5. What did you find least useful?
6. How would you rate the people involved in delivering your induction? (List all involved and get newcomers to grade them.)
7. What did you think of the location of your induction?
8. What did you think of the methods used? (List these and use a rating system.)
9. Is there anything else we can improve?

Emphasise that the questionnaires can be anonymous, so no one need be uncomfortable about expressing an honest opinion.

HOW

Checklists for attendees

Use these to check how much the newcomer has understood and if there are any areas that need clarification. Indicate that the checklists are not designed to test the attendees but to gain feedback on whether or not there is anything more that can be done for their benefit. Checklists can include:

Meetings activities
What were these and what did you find out from each?

Health and safety
Where is the nearest exit to you?
Where is the assembly point?
What do you do if you discover a fire?

Company information
What is the main service that this company offers?
Who are the main customers?
What are the future aims of the company?
What is the function of your department?

HOW

Checklists for contributors

All those involved in delivering the induction programme should have a checklist of what they are to cover. This serves two purposes:

- It ensures all newcomers are receiving consistent information, and
- It can detect if someone has missed an activity or piece of information

Some examples of checklists to use at different stages can be found in the next section.

HOW

Line manager reports

Part of the induction should involve the line manager setting some work objectives with the newcomer. These objectives must be **SMARTER.**

At the end of an agreed period the objectives should be reviewed by the manager and an assessment made of how the newcomer is integrating into his or her new job. This will highlight the benefits of the induction and any areas requiring further assistance.

HOW

Line manager reports: example

Objective	How	By when	Comments on performance
To understand your role and the role of the department.	Read literature. Meetings with manager, meetings with department. Attend induction presentation.	End of April	Has demonstrated an understanding of her role by taking initiative on certain projects. Needs to be involved more in the team to understand other members' work.
To develop new database that is easier to use and consolidates old databases used by department.	Database training course. Meet database users. Offer choice of solutions. Pilot.	End of May	Has produced a new database now being used by team. To be reviewed in a month's time.
To update IT skills in line with company standard.	Go on relevant IT courses.	End of May	Has been on three courses and now using skills to produce work using company templates and style.

HOW

Exit interviews

These are usually carried out to identify why a member of staff is leaving. Inadequate induction can sometimes be the cause.

Tips for carrying out exit interviews:

- Carried out by someone who is neutral; not the line manager
- Information treated confidentially
- Questionnaire designed to be used for all staff
- Findings summarised and reported to management on a regular basis

HOW

Exit interviews: example

1. What did you enjoy most about your job?

2. What did you not like about your job?

3. How would you rate your workload?

4. Did you receive a good induction into your job?

5. Did you receive the right training and development in order to carry out your job to the best of your abilities?

6. How would you rate your manager?

7. Why are you leaving?

8. What would you improve in the company if you could?

WHAT TO DO WITH THE RESULTS

For evaluation to be of use, you must do something with the findings. Firstly, put the results into a report, summary or table so that it is easy to see the overall effect. This can then be used to:

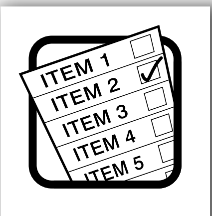
- Provide feedback to senior management on a regular basis so that they are able to continue to support induction
- Improve content and delivery of the induction programme
- Identify any gaps
- Give feedback to those who have contributed to the induction programme

NB You can reassure those who have returned questionnaires that results are summarised, so the individual contents are never actually seen by the people they refer to.

COMMON FEEDBACK

Here is some common feedback that you should be aware of when designing your induction:

- Too much information in one go
- Not given at the appropriate time
- Not all information is relevant to all newcomers
- Poor presenters
- Information out of date
- Website being updated
- Parts of the induction should have been arranged earlier



INDUCTION CHECKLISTS

Contents Page

INDUCTION CHECKLISTS

The following are checklists for all the sections covered. You should go through these when designing and implementing your induction programme.

Why have an induction

Tick those that apply to your organisation:	(✔)
To inform about company product/service	☐
To assimilate into the culture	☐
To motivate newcomers	☐
To increase productivity	☐
To reduce staff turnover	☐
To inform about policy and procedures	☐
To involve and empower existing staff	☐
To provide health and safety awareness	☐
To meet colleagues	☐
To understand market/customers	☐

Who to involve (in delivery)

Think about whom you would like to be involved and what they can contribute:

Title	Specialist skills/knowledge
Line manager	
HR	
IT department	
Representative from newcomer's team	
Newcomer's mentor or buddy	
A representative from senior management	
Anyone else	

INDUCTION CHECKLISTS

Who to involve (in receiving)

Don't leave out anyone. List all those people who joined, were transferred or promoted since last induction:

Name	**Job title**	**Contract**
		Return after maternity or adoption leave
		Work experience student
		College leaver
		Promotion

WHAT TO INCLUDE

Preparation before first day

Tick items as you go through:	(✔)
Welcome letter with line manager contact details	☐
Contract and staff handbook	☐
Joining instructions	☐
Job description	☐
Organisational chart	☐
List of what newcomer should bring	☐
Organise IT - password	☐
Desk, stationery, etc	☐
Details of newcomer's induction programme	☐
Inform all those involved	☐
Welcome pack	☐

WHAT TO INCLUDE

On the first day

This can be used to check that newcomers have received all of the information that they should have received:

Item	Person responsible	Date
HR		
Meeting at reception		
Checking details – bank, addresses		
P45 received		
Terms and conditions		
Explanation of induction procedure		
Security pass		

WHAT TO INCLUDE

On the first day

Item	Person responsible	Date
IT system/equipment		
Password		
IT system		
Basics of system		
Line manager		
Introductions		
Go through job description		
Review department function and current projects		
Introduce to buddy		
Lunch		

WHAT TO INCLUDE

On the first day

Item	Person responsible	Date
Colleague		
Tour of office including:		
Toilets		
Exits and entrances		
First aid room		
Notice boards		
Car park		

WHAT TO INCLUDE

Next few weeks

Item	Person responsible	Date
Set work objectives		
Go through training and development		
How performance is measured		
Health and safety procedures		
Company structure		
In-depth IT training		
Telephone system		
Trade unions/staff bodies		
Work placements		
Visits to various departments/sites		

INDUCTION CHECKLISTS

WHAT TO INCLUDE

Meetings and activities

Activity/meeting	Why	Contact name	Date

Case study

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CASE STUDY

BACKGROUND

CASE STUDY

LBC are book publishers with a head office in London and six branches round England. A few years ago they underwent a lot of changes which involved a reduction in staff numbers and a flattening of the management structure. They currently have one hundred staff and recruit mainly graduates.

Following these changes, it became evident that staff turnover was increasing and so management decided to do something to improve retention. From exit interviews it was found that a percentage of people were leaving after a year's service because the job had not turned out to be what they expected. It was decided that a new recruitment policy be introduced and, as part of this, new recruits were to have an induction programme.

OBJECTIVES

A team of six staff from different areas of the company was put together to help design and implement the induction. The first thing was to agree the objectives of the induction programme. This was done by using online questionnaires and random interviews to find out what people wanted. From this, it was decided that the objectives should be:

- To provide relevant pre-employment information
- To give an understanding of the company, its function, values, aims, structure, products, markets and policies
- To give an understanding of the newcomer's job role and how it fits into the company as a whole
- To provide adequate training to enable the newcomer to do his or her job
- To boost morale of current staff and motivate newcomers

PROCEDURE

It was felt that a modular programme would be best in order to accommodate the different needs of graduates, non-graduates and those people who have been promoted and transferred.

The programme required that arrangements be made in preparation for arrival of the newcomer. Items such as desk, mobile phone, laptop, password and security pass were all organised beforehand.

Once all had been arranged, a welcome pack was to be sent to the newcomer. This would include company information, joining instructions and induction programme details.

CASE STUDY

PROCEDURE

Module 1	Pre-employment – HR documents, terms and conditions, relevant work documents available on app, video-conference with manager
Module 2	Meeting with HR to go through terms and conditions.
Module 3	Meeting with line manager to go through team function and job role. Introduction to team members.
Module 4	Half-day presentation given by different department heads and managing director.
Module 5	Individual training.
Module 6	Work placements in other parts of the company.

The induction process starts before the employee's start date and continues for six months until the end of the probation period.

CASE STUDY

EVALUATION

CASE STUDY

The induction programme has been running for one year and the evaluation from the questionnaires and exit interviews has been very positive. The induction team regularly monitors the programme to check that it remains relevant. Two recent changes are:

1. More use of technology – the welcome pack is now available on an app, with relevant company information and also virtual visits to the London and branch offices. It is popular with newcomers, and is quicker and cheaper to update
2. New methods of delivery – online development is used for improving newcomers' IT skills. The IT department helped develop the remote learning; this includes an on-line quiz immediately after the training and one three months later. After each quiz the IT department makes contact to offer any necessary support.

Line managers feel more comfortable now that new staff have a structured programme to attend during their first weeks.

SUMMARY

Contents Page

SUMMARY

Induction Team

- Gather some volunteers to assist in development and design
- Agree your **GAME** plan:

Goal

Audience

Media

Expression

Objectives

- Decide what the main objectives are. Include:

  Company
  Team
  Individual

- Remember, the main aim is to Have a **TWIN**:

Tell

Welcome

Integrate

Navigate

SUMMARY

Who

Decide who is to:

- Deliver
- Receive
- Train those delivering

What

Design a questionnaire to find out what people would have found useful.

Divide your findings into the five **P**s:

Pre-employment
Place
Policy
Position
People

SUMMARY

How

- Decide on modular or continuous format
- Put together your company culture profile
- Use a choice of methods for delivery to suit different needs
- Run a pilot

When/where

- Using Maslow's theory as a guide, decide on what should be given when
- Remember **BLAB:**

  Be on time
  Leave enough time
  Avoid interruptions
  Book room or restaurant

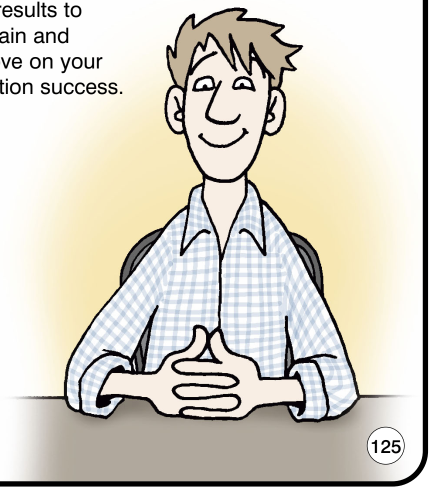
SUMMARY

Evaluation

Use several methods including:

- Questionnaires
- Manager reports
- Quizzes
- Treaure hunts
- Team competitions
- Crosswords
- Checklists
- Exit interviews

Ensure that you use your results to maintain and improve on your induction success.



RECOMMENDED READING

New Employee Orientation,
Charles Cadwell, Kogan Page

The Definitive Guide to New Employee Orientation
www.talentlms.com/blob/guide-new-employee-orientation

'The secret of getting ahead is getting started'

Mark Twain

About the Authors

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Ruth has 20 years HR and OD experience in the public and private sector in the UK. She started her company, Enjoy Work, in 2005 specialising in offering creative leadership development and coaching to a varied portfolio of clients in the UK and internationally. More recently she has been working with global organisations such as UNICEF, Plan International and NGOs, coaching country leaders across the globe and running crosscultural team development programmes in Afghanistan, Belize, India and Kenya.

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Philippa is the founder of Interpersonnel (HR) Ltd providing HR consultancy, audit, and strategic planning as well as running development programmes for the CIPD. With core values of honesty and integrity at the heart of all client work, the business focuses on HR audits; contracts, policies and procedures; independent investigations for grievance and disciplinary issues; workforce planning; on-boarding and induction as well as other areas. She works across a wide range of sectors including gaming, leisure, NHS, property and estates, third sector, and manufacturing and has worked in Luxembourg, France, The Netherlands and Denmark in the last few years. She also writes for the HR press such as WoltersKluwer, CIPD, and Management Pocketbooks.

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